

Strategic Goal

Communicate Clearly, Fairly And Reliably with Those We Serve



We can earn public trust by treating everyone with fairness, openness and respect. Our willingness to listen and make good use of constructive feedback will help us constantly improve our services. We will

- Provide information to the public in easier and faster formats using available technology
- Provide information online "24/7" and save our customers time and cost, not to mention reducing vehicle congestion and energy waste
- Collect feedback in all our daily interactions and put it to good use



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Project: Expanded Web-based and One-Stop Counter Services

Description:

The floor plan in the newly remodeled Civic Center will bring together four departments. "One stop" service is efficient and convenient. An efficient combined counter coupled with internet service providing 24/7 access will give us a competitive advantage to attract construction and private investment. We will strive to achieve a credit card capable system.

Our Web page enhancement with easy-to use interfaces will allow property owners, contractors, developers, real estate agents, or the general public to retrieve what they need from their home or office. Answering all basic questions about property and permits from our website will allow many of our customers to:

- Save time and money
- Reduce unnecessary automobile trips, CO₂ and energy consumption
- Reduce government overhead costs

Metric: Convert 25% of customers to internet versus counter service

Key Work Program Items: B2, D2, D7, D8, D11, D17

| Resources Required (Within Baseline Budget) | |
|---|-------------------|
| Staff Positions | 15.8 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|-----------------------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | One Stop Counter | | | | | | | | | | | | | | | | | | | | |
| 2 | Modify Web Architecture | | | | | | | | | | | | | | | | | | | | |
| 3 | Expand Accessibility to Web | | | | | | | | | | | | | | | | | | | | |



Communicate Clearly, Fairly & Reliably with Those We Serve



Project: Community Outreach and Public Participation through Neighborhood Meetings

Description:

Mandatory public hearing requirements tend to come late in the development process when input is costly to the project proponent. We take every precaution to assist the development and business community in gathering feedback earlier when it is least likely to impact their bottom line. Our professional standards require that planners provide the public opportunity to have a meaningful impact on the development of plans and programs that affect them. Thus, we take extra precautions to reach a broad spectrum of stakeholders on our plans and projects, including people who lack formal organization or influence

Last year, we conducted over 150 outreach meetings with the community. We expect to conduct similarly significant number in the coming years. We will regularly gather feedback about the success of the meetings from participants.

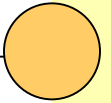
Metric: Achieve 90% approval ratings on outreach meetings

Key Work Program Items: D2

| Resources Required (Within Baseline Budget) | |
|---|----------------|
| Staff Positions | All |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees |



Communicate Clearly, Fairly & Reliably with Those We Serve



Project: Community Outreach through Newsletters

Description:

In the past year, we began communicating regularly with our customers through a quarterly newsletter. The newsletter summarized important information that is of interest to those who use our services and those interested in our operations.

The newsletter is distributed at our counter in hard copy and to a wide email list clients via the internet. We use desktop publishing and electronic distribution to keep costs low. It is to our advantage to reach our clients with certain announcements and information, like the announcement of our temporary move and closure last year. In this manner, we save them cost, frustration and uncertainty and we build trust and understanding. Various neighborhood and civic organizations appreciate this regular update and have begun to link our newsletters to theirs. Thus we reach an even wider electronic distribution than we would without this contact.

We will continue this method of communication in the coming years and expand it to include an electronic feedback feature so we can obtain responses to the product and needs of our customers.

Metric: Double our e-newsletter distribution each year

Key Departmental Work Program Items: D2

| Resources Required (Within Baseline Budget) | |
|---|--------------------|
| Staff Positions | < .25 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|------------------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Newsletter Publication | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| 2 | | | | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | | | | |



Communicate Clearly, Fairly & Reliably with Those We Serve



Project: Community Outreach through Cross-Education

Description:

We are committed to enhancing the integrity of our planning and building professions and educating the public about planning and safety issues and the relevance to their lives. Sharing, contributing and examining the applicability of theories, methods, research, practice and standards is our professional responsibility and duty.

This year we expanded our in-house Planner's Workshop, dedicated to these goals, and initiated a "Brown Bag" series that included broader participation of other departments, Commissioners and Councilmembers and their staff and the general public.

Attendance at each session ranged from 50 to 80 people and the sessions included presentations from experts in various topics of interest to Chula Vista. We invited speakers from the International Association of Public Participation, a representative from Walk San Diego, an organization devoted to pedestrian community design and walkable communities, and we were fortunate to attract the interest of an international expert in the area of CO2 reduction theory and practice. We plan to continue the quarterly Brown Bag series next year with feedback and participations from the public and our elected and appointed officials.

Metric: Conduct quarterly Brown Bags with 90% approved ratings

Key Departmental Work Program Items: D2

| Resources Required (Within Baseline Budget) | |
|---|--------------------|
| Staff Positions | < .25 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|------------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Brown Bag Events | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| 2 | | | | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | | | | |



Communicate Clearly, Fairly & Reliably with Those We Serve



Project: Community Feedback Using Surveys and Responsiveness

Description:

Continual process and service improvement requires feedback from those we serve. Developing new ways to solicit feedback and constructive criticism allows us to put customer comments to good use.

We are implementing software to obtain direct feedback through our website. Additionally, we have committed to placing a feedback card in our quarterly newsletters. At the conclusion of our application processes, we will seek feedback from applicants. Feedback opportunities will be made available on our website, at the counter, and in all our outreach efforts.

Our customer satisfaction survey techniques will be coordinated with surveys of other partner organizations like the Chamber, Business and Neighborhood Associations, peer cities and regional agencies.

Metric: Achieve 90% approval ratings on all survey response

Key Departmental Work Program Items: D2, DP10

| Resources Required (Within Baseline Budget) | |
|---|--------------------|
| Staff Positions | < .25 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | |

Strategic Goal

Promote Responsive and Professional Customer Relations



Acceleration of local planning and building processes can encourage economic development, reduce tenant costs, attract investment, increase revenues for the city, and increase construction related and permanent jobs. We will

- Reduce processing timelines
- Make processes predictable and efficient
- Make information publicly accessible
- Work in partnership with the public, our clients and customers



Promote Responsive & Professional Customer Relations

Project: Streamlined Process through Automation Upgrades

Description:

We have potential to reduce our cycle times for some applications by up to one month using the Rapid Review Process. We will expand the use of the existing permit tracking system and field computer inspection technology to enhance interdepartmental coordination and streamline permit and inspection processing. For planning entitlements this means automated public hearing scheduling, integrating environmental review and technical analysis, and tracking interdepartmental and interagency comments. For field operations, it means upgrading our current handheld devices to mobile data terminals with wireless access to the City's permit tracking database to record inspections and code violations quickly and efficiently.

As an indirect benefit, we learned from the New Orleans recovery experience that automated field capacity greatly improves our post emergency disaster recovery readiness.

Metric: Reduce average planning entitlement cycle time by two weeks

Key Work Program Items: D17, D7, D8, D11

| Resources Required (Within Baseline Budget) | |
|---|------------------|
| Staff Positions | 8.5 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|----------------------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Automated Zoning Checklist | | | | | | | | | | | | | | | | | | | | |
| 2 | Permit and Upgrade | | | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | | | | |



Promote Responsive & Professional Customer Relations

Project: Streamlined Process using Performance Standards

Description:

We have developed performance standards to assist in delivering excellent customer service. We have established target cycle times for all typical applications and measures for good customer service at the counter, for phone inquiries, and correspondence.

Reducing cycle times for planning and building permits accomplishes several economic development objectives:

- Increases return on investment, consumer confidence and likelihood of private investment
- Reduces tenant costs
- Increases local government revenue temporarily and permanently
- Creates construction and permanent jobs

Metric: Meet our customer service performance standards 90% of the time

Key Work Program Items: DP10, DP11, D7, D17, B2

| Resources Required (Within Baseline Budget) | |
|---|------------------|
| Staff Positions | 9.0 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees |



Promote Responsive & Professional Customer Relations

Project: Improved Customer Relations through Automation

Description:

Our effort to convert our files to laserfische is steady and on-track. By accelerating that effort and converting the entire backlog of property files to electronic format, we have greatly enhanced the capacity of our customer service. Currently our customers may need to wait for a planner or technician to retrieve certain information about their property. Many could avoid the cost and delay by having direct electronic access to the information.

Additionally, we can help residents and small businesses accomplish their objectives if we translate our permit requirements into plain language that is meaningful to those untrained in planning and development professions. Our efforts to enhance customer relations will include developing simple handouts and FAQ's for many of the commonly asked questions, in both English and Spanish, available in paper and electronic format.

Metric: Complete the automation of all files and prepare two brochures per year

Key Work Program Items: D7, D2, D11, D17, D18, B1

| Resources Required (Within Baseline Budget) | |
|---|------------------|
| Staff Positions | 3.5 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|-----------------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Laserfiche Conversion | | | | | | | | | | | | | | | | | | | | |
| 2 | Handouts | | | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | | | | |



Promote Responsive & Professional Customer Relations

Project: Leveraging Volunteer Time and Talent through Committees and Commissions

Description:

We leverage the volunteer time and talent of 50 to 100 citizen volunteers who serve on our land use boards, commissions and committees. The Mayor and City Council appoint these qualified citizen volunteers. The appointment process draws on members from a wide geographic distribution in Chula Vista and from many walks of life. Some serve in an ongoing official role. Others serve on an interim or ad hoc basis. In either case, the volunteers bring to public decision-making a unique community perspective, knowledge and individual expertise. Their time spent and value added reviewing packet materials and in public hearings is priceless. Outside the public hearing process, they act as educated ambassadors of the public interest in the community. Most importantly, these volunteers help us build public trust in our city government through their selfless and dedicated work.

Key Work Program Items: D13

| Resources Required (Within Baseline Budget) | |
|---|------------------|
| Staff Positions | 5.0 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees |



Promote Responsive & Professional Customer Relations

Project: Volunteer Support through University Partnerships

Description:

We work with the Planning, Environmental Science and Administration departments at Southwestern College, San Diego State University and UC San Diego to hire student interns. We contract for summer employment to provide students on-the-job training and experience for building their resumes. They offer us an educated and highly trained work force that is inexpensive (i.e. often times unpaid) and can transfer to us the latest planning theories, methods, research and practice standards. With this program we “build our bench” since interns often compete competitively for job openings and find places in our organization after their internship. In fact, approximately ½ of our current employees were interns before they became permanent employees.

This year we hope to extend our partnership with the Universities to include assistance from their classes in completing some of our Specific Plan work. We will be meeting with the professors to see about developing a scope of work that students might perform, under supervision of their professors, in place of our normal consultant contract work. At the point where Chula Vista has obtained our own higher education University, we will shift our partnership efforts to that institution.

Key Work Program Items: D13

| Resources Required (Within Baseline Budget) | |
|---|-----------------------|
| Staff Positions | 4 Volunteers Annually |
| Consultant(s) | |
| Revenue Offset/ Source | |